

# TRAVERSE CITY POLICE DEPARTMENT



## Community Policing & Relations

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### TCPD Community Policing Task Force Analysis & Proposal - 2016

#### **TCPD MISSION STATEMENT**

***"The mission of the Traverse City Police Department, IN COOPERATION WITH OUR COMMUNITY is to protect life and property, and enhance the quality of life for all citizens."***

Advancing a Culture of Cohesion and Community Trust

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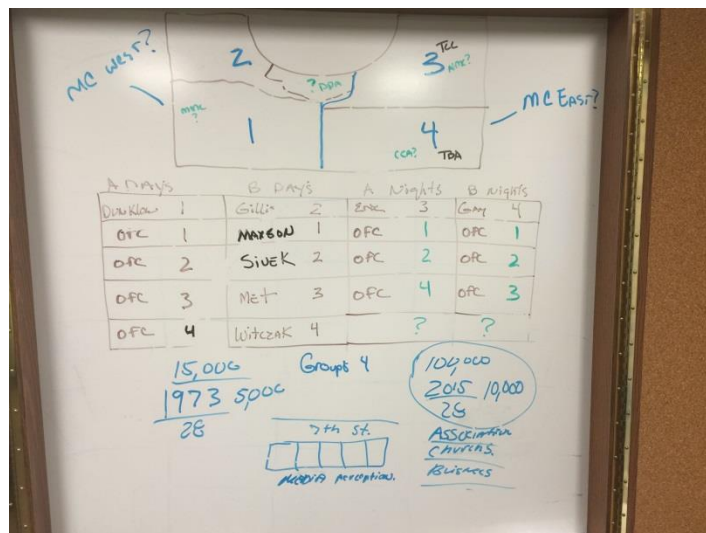
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## Forward

In the summer of 2015 the Traverse City Police Department and the City of Traverse City experienced a change in Administration. The department had a long history of community policing policy and it was recognized that a shift had occurred from a proactive problem oriented policing philosophy to a reactive traditional policing style. A numbers of factors contributed to the fundamental shift. This document will not address those reasons but instead focuses on solutions and the future.

An internal task force was formed consisting of a broad cross section of various departmental employees based on rank, assignment and function. Below is a picture of the white board first used to begin brainstorming ideas and solutions to reapply the Community Policing Concept:



This document is the result of that effort and is meant to serve as the initial basis and outline concerning departmental goals. It also serves as vehicle to educate and spur communication with stakeholders in the community, serves as a starting point concerning the re-development of policing practices and structure, to illicit feedback from our community and to collectively generate ideas on how to best accomplish this task.

The initial proposal is just that, an initial idea on what direction the department may head. It's recognized that community policing itself must remain fluid and adaptable to changing community needs, perceptions and expectations. The specific direction we head is yet to be set and defining that is the primary purpose of the task force.

## Acknowledgments

The task force gratefully acknowledges the efforts of those that have come before us; a long and proud tradition of sworn and civilian personnel who have served the citizens of our community. The gratitude also extends especially to our community and citizen leaders who have historically embraced the Traverse City Police Department. Lastly but in no way least we wish to thank in advance the citizen volunteers who have agreed to participate in this endeavor.

## IACP National Policy Summit on Community-Police Relations

In January of 2015 the International Association of Chiefs of Police Executive Board recognized a rapidly increasing shift in community perception of policing in the United States and the importance of trusting community-police relationships. Following is the results of that summit in their executive summary:

### IACP Executive Summary

*"Law enforcement executives recognize the importance of maintaining strong ties with all segments of their communities. Many have invested immeasurable energy and resources in building relationships through community policing efforts. It is also clear from recent events in Missouri, New York, and Ohio that strained community-police relationships continue to exist. Looking beyond those incidents to the entire American policing community, it is cause for concern when any segment of any community lacks confidence or trust in their local police. Wherever that mistrust exists, high-profile incidents between officers and citizens like those in recent months serve only to inflame emotions and erode trust. As we have seen, the aftermath of these incidents can lead to cycles of anger and civil unrest, further damaging the relationship between the police and the citizens they serve.*

*Law enforcement leaders across the U.S. strive daily to build strong, trusting community-police relationships. Although many departments have made great strides in community policing, it is clear that there is still more to be done. True change in the area of perceived or real social injustice will take time and commitment from the police profession and their communities. Recent events are a strong reminder that we must never be complacent in our efforts to sustain trust across police and the communities they serve. We must continue to reevaluate, recommit, and renew our focus on sustaining trusting relationships with all segments of the community. This movement is not "revolutionary," but rather, "evolutionary." It is change that takes time, patience, and, when successful, results in the betterment of all. This is an opportunity to lead for both police and community leaders that cannot go unattended.*

*In response to events in Ferguson (MO), New York City (NY), and Cleveland (OH), the IACP held a National Policy Summit on Community-Police Relations in October 2014 to open dialogue regarding ways to build and sustain trusting community-police relationships. The summit brought together police chiefs from around the nation, national leaders of community- and faith-based organizations, researchers, and representatives from nationally renowned and distinguished professional organizations such as the American Civil Liberties Union (ACLU), the*

*Leadership Council on Civil Rights, the Police Foundation, the National Association for the Advancement of Colored People (NAACP), Lawyers Committee for Civil Rights, and the National Organization of Black Law Enforcement Executives (NOBLE) to discuss and debate this challenge. This document is the resulting summit report. It is a call to action for every police executive and every police agency to take stock and recommit to the principles of justice and freedom as set forth in the Constitution and its amendments. Each citizen's safety and civil rights are at the core of the oath that police officers take at the outset of their careers.*

*The report is designed to serve as a roadmap for law enforcement, communities, and stakeholders to build meaningful, sustainable, trusting, and effective working relationships. Summit participants outlined three conceptual elements of building community-police relationships. The report defines those elements—communication, partnerships, and trust—and provides recommendations for improvement in each.*

*In addition, the report outlines a series of tangible strategies and steps for law enforcement executives to begin to build trust in their communities. Those strategies include the following:*

***Recommended Strategy 1:*** *Begin to redefine policing in a 21st century democratic society utilizing shared definitions of roles, responsibilities, and priorities. Understanding law enforcement's role of enforcing rule of law, state laws/statutes, and municipal ordinances changes in the world we live in requires adjustments to our approach to policing. Law enforcement leaders must take the lead in working with the community to define innovative ways to police in the 21st century.*

***Recommended Strategy 2:*** *Strengthen and/or rebuild the capacity of police agencies to develop legitimate, sustainable relationships with their communities, and with unique segments within the community.*

***Recommended Strategy 3:*** *Implement meaningful ways to define and measure success in community-police relationships as a community.*

*Finally, the report acknowledges that the challenges facing law enforcement with regard to developing relationships with the community were not created in a vacuum, and will not be solved by law enforcement alone. Instead, the solution lies in making progress in a number of areas, and requires coordination and collaboration at all levels. Therefore, recommendations for key stakeholders are also included in this report."*

## **Identified Stakeholders**

What is a stakeholder? For the purposes of this endeavor a stakeholder is simply defined as the citizenry we serve. The U.S. Department of Justice defines stakeholders in community policing as:

*"A stakeholder is a person or group having an investment or interest in an enterprise. They may share in some risk or reward, particularly if their investment is monetary, but what they stand to gain may not be*

*tied directly to their contribution in the same way as that of the project partners. Stakeholders are often those who are vested in how a project is designed and whether it is successful, but they may not have direct responsibilities and tasks that influence project completion. The primary stakeholders in a police-led project are the citizens who are affected by the problem or issue being addressed and who will benefit from the solution. The voice of those residents is most often provided through organizations and community groups. To return to the example of the problem of speeding in a residential neighborhood, knowing what residents think of the problem is not enough; it is also important to know what these stakeholders who have a vested interest in the solution think of the possible responses. Convening groups of residents, or organizations representing their interests, would be a valuable tool in planning which traffic-calming devices to implement. Traffic engineers might recommend speed humps or tables, but they also pose a potential burden on the residents. Establishing whether it is a burden residents are willing to accept in exchange for slower moving traffic in their neighborhood is important to the long-term success of the project, and the only way to determine that is to talk with the stakeholders before the work in rectifying the problem begins.”*

Every effort has been made to be as inclusive as possible while considering a broad cross-section of the citizens of Traverse City.

- Cherry Capital Airport
- Citizen East
- Citizen West
- Downtown Development Authority
- Grand Traverse Band of Ottawa and Chippewa Indians
- Grand Traverse Catholic Schools
- Grand Traverse Commons
- Homeless Outreach
- Human Rights Commission/LGTBQ
- Ecumenical Council Representative
- Media/Press
- Munson Medical Center
- Neighborhood Group Presidents
  - Central Grade
  - Kids Creek
  - Old Towne
  - Slab Town
  - Boardman
  - Oak Park

- Traverse Heights
- Northern Lakes Community Mental Health
- Northwestern Michigan College
- Traverse Bay Alternative School District
- Traverse City Area Chamber of Commerce
- Traverse City Public Schools
- Traverse City Clerk
- Traverse City Commission Member
- Traverse City Manager
- Traverse City Mayor
- Traverse City Planner
- Traverse City Convention and Visitors Bureau
- TCPD Task Force
- United States Coast Guard Air Base Traverse City
- Woman's Resource Center

## Definitions

### Community Policing

1. Community policing is a philosophy that promotes organizational strategies that support the systematic use of partnerships and problem-solving techniques to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime. {U.S. Department of Justice, Community Oriented Policing Services, Community Policing Defined, 2014} (see attached)
2. The assigning of the same one or two policemen to a particular area so that they become familiar with the residents and the residents with them, as a way of reducing crime. {Dictionary.com}

### Problem Oriented Policing (POP)

Problem-oriented policing is an approach to policing in which discrete pieces of police business (each consisting of a cluster of similar incidents, whether crime or acts of disorder, that the police are expected to handle) are subject to microscopic examination (drawing on the especially honed skills of crime analysts and the accumulated experience of operating field personnel) in hopes that what is freshly learned about each problem will lead to discovering a new and more effective strategy for dealing with it. Problem-oriented policing places a high value on new responses that are preventive in nature, that are not dependent on the use of the criminal justice system, and that engage other public agencies, the community and the private

sector when their involvement has the potential for significantly contributing to the reduction of the problem. Problem-oriented policing carries a commitment to implementing the new strategy, rigorously evaluating its effectiveness, and, subsequently, reporting the results in ways that will benefit other police agencies and that will ultimately contribute to building a body of knowledge that supports the further professionalization of the police. {Center for Problem-Oriented Policing, Herman Goldstein (2001)}

### Team Policing

Team policing was introduced in the early 1970s in New York City. Patterned after earlier efforts in Britain, the approach emphasized the delivery of round-the-clock decentralized patrol services by a team of officers, usually under the direction of a sergeant or lieutenant, in a specific geographic area. Team commanders were responsible for conditions in the patrol area, regardless of whether they were on duty. Deployment decisions were made in consultation with local leaders and residents. The fixed territorial responsibility of the teams, it was hoped, would break down barriers between residents and police, enable police to provide services tailored to the needs of residents, and improve the job satisfaction of police officers. However, studies of the effectiveness of team policing in several cities in the United States failed to show an improvement over the crime-fighting model. Resistance by police administrators, resentment by officers on the street, and inadequate training eventually contributed to the demise of team policing by the mid-1970s. {Encyclopedia Britannica, [Britannica.com/topic/police](https://www.britannica.com/topic/police)}

### Compstat

In the late 20th century, police agencies and departments throughout the United States and in some areas of Britain began adopting computerized systems, known as Compstat (computerized statistics), that could be used to plot specific incidents of crime by time, day, and location. By revealing previously unnoticed patterns in criminal activity, Compstat enabled police departments to allocate their resources more effectively, and it was credited with significant decreases in crime rates in several of the cities in which it was used. Compstat became so widely used (in the United States) that many police administrators began to regard it as the basis of a new model of policing for the 21st century. Be that as it may, Compstat has proved to be compatible with policing strategies based on the crime-fighting model, the community-policing model, or a mixture of the two.

### Service Area Team (SAT)

- A pre-designated group of police officers responsible for proactive community policing in the same Service Area. {TCPD, 2015}

### Service Area

- A geographically specified area defining the scope of responsibility for a Service Area Team. {TCPD, 2015}

### Patrol Area Team (PAT)

- A pre-designated group of police officers responsible for reactive patrol services during a specific time. {TCPD, 2015}

### Patrol Area

- A geographically specified area defining the scope of responsibility for a Patrol Area Team. {TCPD, 2015}

## Historical Data

**Table 1 – Key Indicators**

	1975	1980	1985	1990	1995	2000	2005	2010	2015
City Population		15,516		15,155		14,532		14,674	15,042 <sup>(1)</sup>
Estimated Daytime Population				30,679		29,798		32,768	
Calls for Service – Primary				9,200	10,994	10,036	11,440	12,554	12,076
Calls for Service – All calls								25,290	24,799
Sworn Officers	25	25	25	31	32	32	33	31	28

**Table 1 – Key Indicators Data Sources**

#### City Population

U.S. Census Bureau

(1) U.S. Census Bureau **2014** estimated population

#### Estimated Daytime Population

U.S. Census Bureau Web Site and direct research through Mr. Kin Koerber, USCB, (301) 763-2454 (case number 2015-27253).

#### Calls for Service

Data is from Central Records through the AEGIS Records system and CAD. 2005 – 2015 numbers were taken from monthly CAD Report – Calls for Service by Area. For 2000 and prior, data was ran under the Incident Analysis Report. No data 1985 and prior.

PRIMARY calls for service are all criminal, non-criminal and traffic crashes. ALL calls include primary plus calls categorized as “other” which includes call types such as: BOL, Motorist Assists, 911 hang-ups and subpoena/legal paper service.

### Sworn Officers

Departmental Clerk John Fitzgerald conducted research of city clerk employment and retirement records as well as Police Officer Memorial Week advertisements.

**Table 2 – UCR Historical Data**

FBI UCR - City of Traverse City											
	Pop	Viol Crimes	Murder	Rape	Robry	AgAsslt	Prop Crimes	Brglry	Larceny	MV Thft	Arson
1995	15,783	51	0	14	6	31	757	84	652	21	8
1996	14,696	41	0	5	1	35	591	52	511	28	3
1997	16,154	43	0	8	7	28	646	74	541	31	3
1998	15,383	32	1	3	2	26	521	78	419	24	6
1999	15,183	34	0	7	0	27	599	97	473	29	4
2000	15,204	42	0	11	3	28	639	50	559	30	3
2001	14,609	36	0	9	1	26	715	82	606	27	4
2002	14,696	41	0	5	1	35	591	52	511	28	3
2003	14,511	43	0	12	5	26	512	51	439	22	3
2004	14,513	39	0	8	4	27	431	51	360	20	2
2005	14,520	59	0	13	2	44	421	39	365	17	4
2006	14,477	46	0	12	2	32	480	69	389	22	7
2007	14,406	40	0	11	4	25	502	61	429	12	2
2008	MICR	43	0	18	3	22	456	65	366	25	1
2009	14,385	32	0	8	5	19	514	65	441	8	1
2010	14,012	37	1	10	7	19	463	64	386	13	1
2011	MICR	48	1	16	5	26	306	43	250	13	1
2012	MICR	41	0	20	1	20	213	32	173	8	0
2013	MICR	52	0	27	4	21	328	39	280	9	2
2014	15,105	46	1	7	3	35	278	34	238	6	1

**Table 2 – UCR Historical Data Sources**

The FBI annually releases Uniform Crime Reports (UCR) from police agencies in the United States. Michigan agencies compile data through the Michigan State Police MICR system which is reported to the FBI for the completion of UCR. Data in black is from UCR reports. Data in blue was not available from UCR for the given years. Population data was not available. Data in blue with “MICR” in the population cells are derived from the Central Records division by using the corresponding MSP MICR codes as reported in the UCR and are as follows:

Murder	Rape	Robry	AgAsslt	Brglry	Larceny	MV Thft	Arson
0900-1	1100-1	1200-0	1300-2	2200-1	2300-1	2400-1	2000-0
0900-2	1100-2			2200-2	2300-2	2400-2	
0900-3	1100-3			2200-3	2300-3		
0900-4	1100-4			2200-4	2300-4		
	1100-5				2300-5		
	1100-6				2300-6		
	1100-7				2300-7		
	1100-8						

Violent Crimes are the sum of Murder, Rape, Robbery and Aggravated Assault. Property Crimes are the sum of Burglary, Larceny and Motor Vehicle Theft. Arson is a standalone total.

## Census Estimates

*Census Estimates Show GTC Population Growth, Decreases Across Other Counties*

*Posted: Mar 26, 2015 11:28 PM EDT*

*Updated: Apr 02, 2015 11:28 PM EDT*

*By Charlie Tinker, 9&10 News*

*The State of Michigan again, seeing some solid growth in the latest census estimates.*

*Nearly half of the state's 83 counties saw growth, including Grand Traverse County.*

*But many other Northern Michigan counties saw a decrease in population.*

*Reporter Charlie Tinker looked into what those census numbers really mean.*

*"Grand Traverse is a county that, even in some of Michigan's darkest years over the past decade, still showed pretty solid growth trends," said Kent Wood of the Traverse City Area Chamber of Commerce.*

*That still holds true.*

*Grand Traverse showed significant gains in the latest census estimates, its population increasing by more than 750 between 2013 and 2014.*

*"It's no surprise now that Grand Traverse County is continuing, if not accelerating that growth trend," said Wood.*

*County planners tell us these numbers are pretty consistent from year to year-making Grand Traverse County the tenth fastest growing county in the state.*

*"People are moving here," said County Clerk Bonnie Scheele. "It's booming."*

*But for a number of other Northern Michigan counties like Antrim, that weren't able to shield themselves from the recession, they're still seeing population loss.*

*"You don't ever like to see your population go down," said Tom Kern of the Elk Rapids Area Chamber of Commerce. "I think it's all part and parcel of a huge economic recession. The impact of that is still being felt. "*

*So why the increase in Grand Traverse and the decrease in a number of neighboring counties?*

*"Diversity in employment opportunities and diversity in natural resources and recreational opportunities is really a one-two punch that other areas in the state don't really have to offer," argued Wood.*

*Over the years, the population shifts like these have come to mean changes in traffic, housing, school funding and new employment opportunities.*

*It's those opportunities, experts say, which could pave the way for others.*

*"It is the economic epicenter of Northern Michigan," said Kern. "As that grows and expands, the counties that are adjacent to it also benefit from that."*

## Service Areas

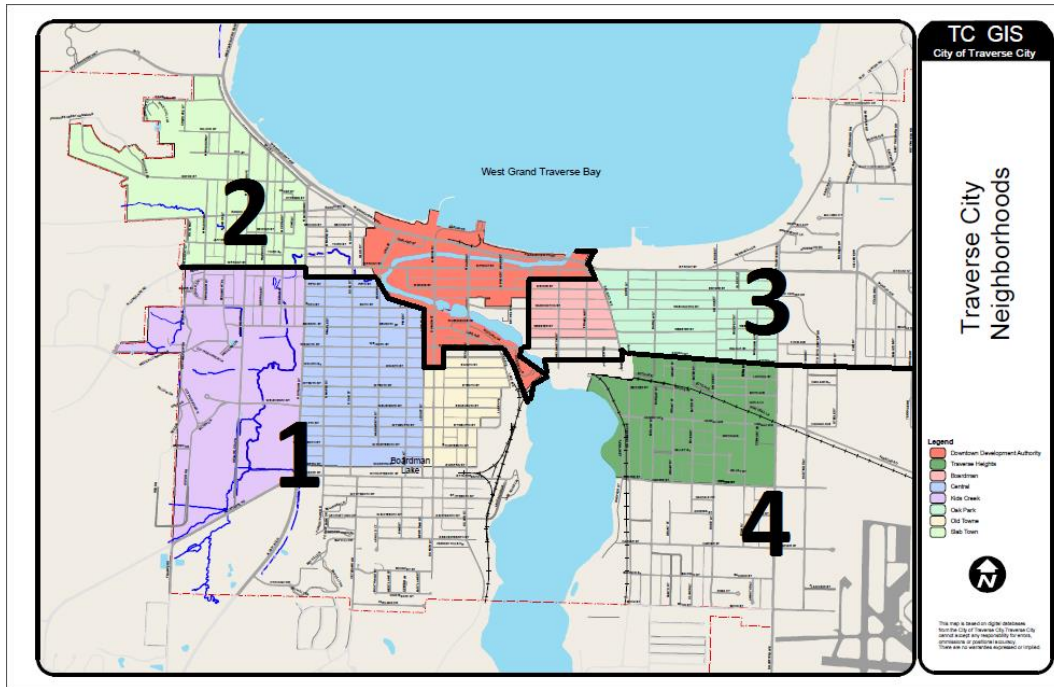
### Overview and Methodology

The division of the city into manageable service areas took several factors into consideration. While considering the number of Service Areas, the primary factor was staffing levels of the department. The department previously had one Sergeant and three Patrol Officers assigned to each patrol team. There are four patrol teams on two week rotations; an A team and B team. Each team is divided into two shifts; day shift and night shift (6am-6pm and 6pm-6am).

There were also two Community Police Officers working from 7am to 3pm Monday-Friday with the city divided into two Service Areas or “sectors” who were supervised by the Administrative Sergeant of the Department. The amount of work and time needed to accomplish community policing duties far exceeded the capability of two community police officers. Those officers were re-assigned to the day shift A and B patrol teams and the responsibility of community policing spread out among all patrol teams as described later on in this document.

While considering the geographical boundaries of the Service Areas, the primary factor was the existing neighborhood groups. The Neighborhood Group Associations have long been a direct pipeline of communication to and from the police department. Their boundaries are well established and began as the basis of establishing the new Service Areas.

## Service Area Map



1. Southeast Service Area (661)
2. Northeast Service Area (662)
3. Northwest Service Area (663)
4. Southwest Service Area (664)

## Primary Stakeholders and Entities List by Service Area

### Southwest Service Area (661)

- \*Central
- \*Kids Creek
- \*Old Towne

Munson Medical Center  
Grand Traverse Commons

### Northwest Service Area (662)

- \*Downtown Development Authority
- \*Slab Town

Governmental Center Complex  
Greilickville

### **Northeast Service Area (663)**

\*Boardman

\*Oak Park

NMC

Munson Avenue Corridor

8<sup>th</sup> St. Corridor

### **Southeast Service Area (664)**

\*Traverse Heights

Cherry Capital Airport

Industrial Park

Railroad Development

Hull Park

U.S. Coast Guard Airbase

U.S. Army Reserve Center

\* Denotes Neighborhood Association

## **Communication**

### **Technology Overview**

Technology has allowed policing in the 21<sup>st</sup> century to become better informed, more efficient and more effective.

David J. Roberts, Senior Program Manager, IACP Technology Center, in his Technology Talk article, *Technology is Playing an Expanding Role in Policing*, published in the Police Chief magazine October of 2015 states, *“Law enforcement use of computer technology has expanded substantially over the past two decades. Given the increasing power and diminishing costs of technology, the extensive growth in mobile communications infrastructure, and the expansion of innovative applications available, computer usage continues to increase in law enforcement agencies throughout the United States.”*

### **Social Media**

The IACP 2015 Social Media Survey states 96.4% of police agencies surveyed use social media in some capacity. At the outset of the department’s endeavor to return to its community policing roots we were one of the 3.7% of police agencies that did not use social media to engage our community.

Loraine Burger in her article, *"4 Ways social media can help police departments"* published on PoliceOne.com on May 28, 2013 states, *"Having a social media presence can benefit your department and community by:*

- 1. Building a trustworthy relationship and a sense of community by engaging with each other*
- 2. Gaining control over the department's reputation with the community*
- 3. Providing a forum for people to ask questions and for you to share tips you otherwise wouldn't share*
- 4. Spread knowledge quickly and with minimal effort that could protect your community, help catch suspects, find missing persons, etc."*

On October 1<sup>st</sup>, 2015 the Traverse City Police Department went "live" with its first social media attempt by creating and maintaining a departmental Facebook page. Upon completion of this report there were almost 4,000 followers and the department has received 100% positive feedback concerning its development, a "5 star" rating and has managed a 100% response rate. A comprehensive social media policy was also created for the department.

The department has not branched out into other forms of social media such as "Twitter", "Nixle" or "Instagram" mostly due to staffing restrictions and budget constraints but it is being considered.

## **Web Site**

The department currently has a web page under the City of Traverse City website. Work has begun on updating the site. The following ideas are being considered for implementation as an evolving process:

### **Design and ease of navigation**

Exploring better design and making the site more user-friendly.

### **Crime Reporting**

Private property crashes

Traffic enforcement requests

Lost property

Parking requests

Private property checks (vacation checks) requests

Minor larcenies and property damage reports

"callyo"

### **Links**

Most wanted lists

Press releases  
Links to SOR and OTIS  
Partners

## Education

It is important to educate both the community stakeholders, partners and police officials on the scope and application of the community policing process. Community policing takes policing to the next step and is not an immediate or emergent response to an unfolding crisis. Stakeholders especially must be informed that it does not replace traditional policing methods as they apply to emergent response, and in the same breath does not replace traditional methods of reporting an emergent situation to the proper authorities. In short, contacting the police department through a community policing avenue is not appropriate for an emergency situation.

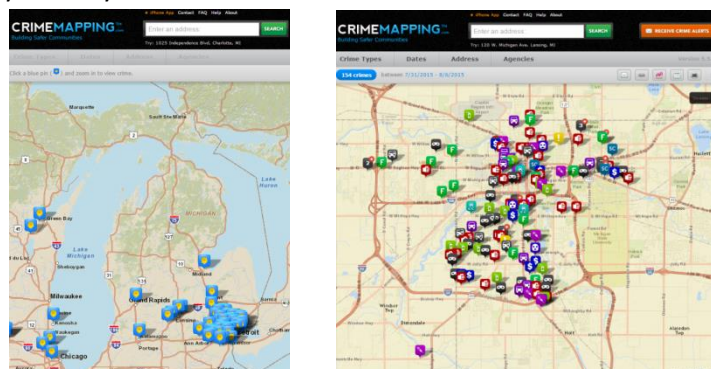
## Crime Mapping

What is CrimeMapping.com?

*"CrimeMapping.com has been developed to help law enforcement agencies throughout North America provide the public with valuable information about recent crime activity in their neighborhood. The goal is to assist police departments in reducing crime through a better informed citizenry. Creating more self-reliance among community members is a great benefit to community oriented policing efforts everywhere and has been proven effective in combating crime.*

*Crime data is extracted on a regular basis from the department's records system so that the information being viewed through a Web browser is the most current available. This data is always verified for accuracy and all address information is generalized by block in order to help insure privacy is protected."*

There are currently 46 police agencies in the state of Michigan using the Crimemapping.com service. The Traverse City Police Department will implement this system in early January of 2016.



## Telephone Communication

In order to define a direct avenue of communication a dedicated cellular line has been designated for all Service Area community policing communication to include texting capabilities. Departmental guidelines dictate all shift commanders or acting shift commanders must check this phone at least once during their shift. The telephone number is (231) 218-2894 and will be posted on the departmental web site and social media pages.

## Email

The department has adopted a “general” email address for communication directly to the police department. The email address is [tcpd@ci.traverse-city.mi.us](mailto:tcpd@ci.traverse-city.mi.us) and will be posted on the departmental web site and social media pages.

## The “24 hour rule”

The department has adopted a 24 hour response time rule in relation to electronic communications as they apply to the Community Policing Effort. Simply put any communication through telephone lines, texting, email, the internet/web site and social media will be responded to no later than 24 hours from when received.

## Chain of Command and Structure

Police departments are traditionally para-military organizations with specific structure, a strict chain of command and well defined lines of communication. Communication is typically one way, from top down with little consideration given to ideas, opinions or creativity originating from the line function of the department.

## Communication

Community Policing principals aim to change the way Police Departments communicate internally. Innovative, efficient and effective ideas developed by the first level employees are typically lost in many organizations simply because the employees with the ideas have no voice and no method of communicating to the traditional decision makers.

## Authority and Problem Solving

Community Policing works to enable the patrol officer or line level employee with the authority to make timely decisions based on fundamental principles of law, policy, common sense and service. With increase authority there is increased responsibility, but it also enables a more timely response and the ability to cut through what is commonly referred to as governmental “red tape”. Community Policing engages line level employees in roles typically held by administrative level employees.

## Responsibility and Function

In traditional police organizations function is a key determinant in responsibility. Community Policing and departmental reorganization strives to change this. An old adage states, "That's not in my job description". We hope to change that. The departmental goals and mission as defined by the community we serve will become everyone's responsibility and be included in everyone's job description. Likewise, all employees will be enabled with the authority and responsibility to fulfill that mission.

## Job Satisfaction

The following is an excerpt from "Employee Motivation and Job Satisfaction", an applied research project completed on December 14, 2005 by a Traverse City Police Department employee. The research project served as a thesis to complete a MLS degree through Eastern Michigan University:

*"Ms. Brenda MacDonald (DPD retired) presented a lecture concerning Interpersonal and Organizational Communications on September 23, 2004 during the School of Police Staff and Command. During the lecture she distributed an exercise concerning employee attitudes. The exercise was designed to assess student awareness of employee attitudes towards job characteristics and how students felt typical employees would rank them. Student answers were then compared to actual survey results she had obtained. Following is the survey results and actual rankings concerning employees and what they felt were the most important job characteristics:*

- 1. Full appreciation for work done*
- 2. Feeling of being in on things*
- 3. Promotion/growth in the organization*
- 4. Tactful discipline*
- 5. Personal loyalty to employees*
- 6. Job security*
- 7. Interesting work*
- 8. Good wages*
- 9. Sympathetic help on personal problems*
- 10. Good working conditions*

*In a case study prepared by Bavendam Research (2000), a survey was conducted of over 15,000 employees nationwide from all levels of participating organizations. During the survey, they identified six factors that influenced job satisfaction. When these factors were high, job satisfaction was high. When low, job satisfaction was low. Opportunity was rated*

*overwhelmingly the highest, with stress, leadership, work standards, fair rewards, and adequate authority following in order. "Employees are more satisfied when they have challenging opportunities at work. This includes chances to participate in interesting projects, jobs with satisfying degree of challenge and opportunities for increased responsibility. Important: this is not simply 'promotional opportunity'. As organizations become flatter, promotions are rare. People have found challenge through projects, team leadership, special assignments – as well as promotions".*

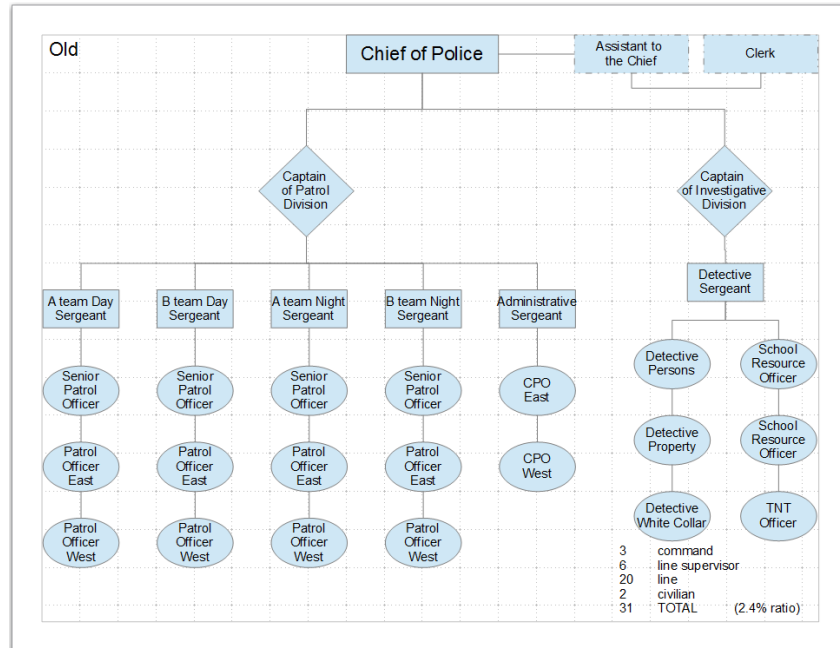
*In another survey conducted concerning determinants of job satisfaction of municipal government employees, Ellickson (1999), found that departmental pride clearly emerged as the most powerful determinant of variation in overall job satisfaction among municipal employees. He recognizes that additional research is needed to identify the determinants of departmental pride, but offers preliminary research that suggests that departmental pride is part of larger psychological climate that includes an atmosphere of cooperation and friendliness among work group members, a group perception that they produce work of higher quality and quantity than other groups in the organization, and the existence of open lines of communications and trust among all members of the department. Job satisfaction is significantly influenced by perceptions of employee satisfaction with promotional opportunities, pay, and fringe benefits. Promotional opportunities, in particular, played a major role in the model and were the second most powerful determinant.*

*Promotional opportunity within the Traverse City Police Department is limited. All six Sergeants have been promoted within the last seven years, and two of the three command positions within the last three years. Of the nine positions available with rank above Officer/Detective, two employees are currently eligible for retirement. Of the remaining seven, the earliest any one Officer could retire would be in 2012."*

## Organizational Charts

### Former

Below is the Traverse City Police Department's organizational chart from 2012 to early 2015. The department was organized to focus on traditional reactive policing with only two officers assigned to the community policing role and responsibility. There was 2.4 line officers to 1 command officer ratio (sergeant and above).

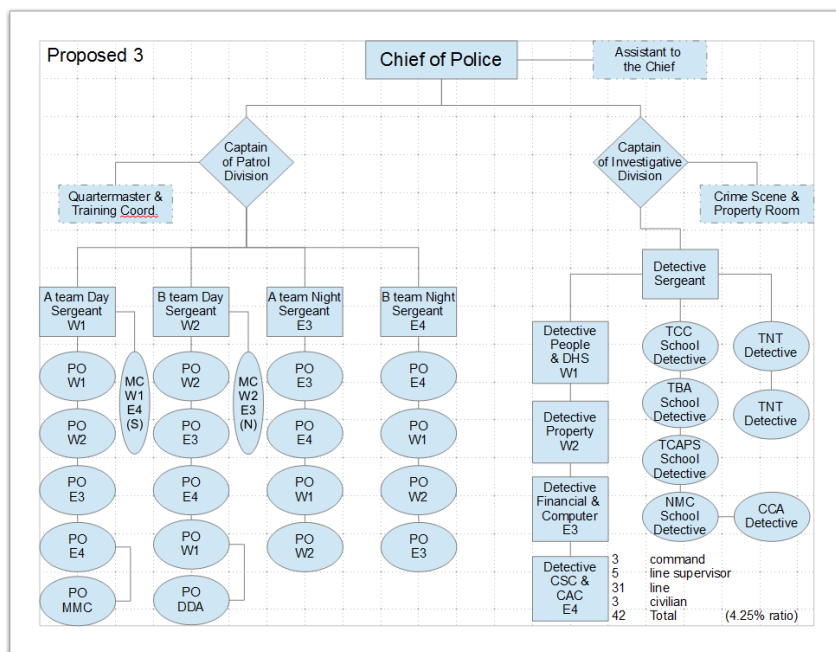
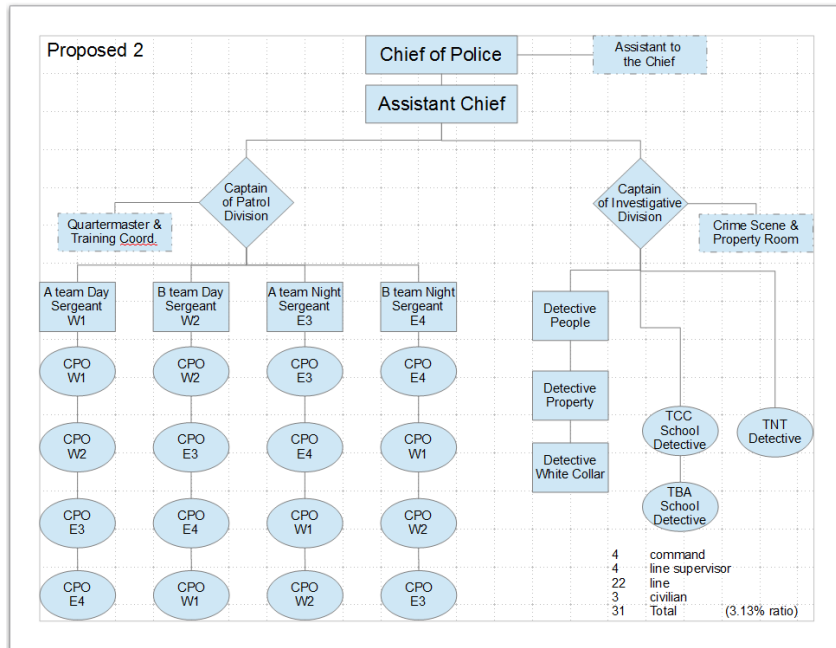


## Current

Upon identification of the need to move back to a Community Policing concept, the department immediately implemented the following changes. All departmental members were given the responsibility of fulfilling the Community Policing objective. Changes were implemented within restrictions established by staffing levels. The Detective Bureau will assume the responsibility of Crime Analysis (Compstat) within the defined service areas. Each primary Detective and the Detective Sergeant will be assigned an area. SRO's will crime analysis within their schools and the TNT officer will focus on analysis and trends as it relates to drug related crime within the city.







## Future Specialized CPO Staffing

TBA/ISD currently funds one fulltime School Resource Officer who covers the four TBA campuses within Traverse City; TBA/ISD main campus on Parsons Drive, Oak Park Elementary, Traverse

Heights Elementary and Arnold Ingstrom New Campus on the old state hospital grounds. Four additional dedicated officers have been discussed in the following service areas:

- Southwest 1 – Munson Medical Center
- Northwest 2 – DDA
- Northeast 3 – Northwestern Michigan College
- Southeast 4 – Cherry Capital Airport

Additionally, it is recognized that traffic congestion and motor vehicle related crashes have become an increasing problem of concern in our community; discussion about this topic was extensive. One proposal was for grant funded Motor Carrier Enforcement Officers who would also specialize in traffic enforcement and calming solutions. The Ann Arbor Police Department has been successful in the implementation of a similar program. The proposal was for two officers; one assigned to the west service areas and another to the east service areas.

## **Reporting and Record Keeping Management**

### **The Digital Age**

The Department vastly underutilizes electronic methods of reporting and is still primarily on a paper based system. Every report is printed out for review as opposed to using electronic review and signature.

For purposes of Community Policing record keeping and management we intend on using an internal networked drive managed by the Service Area Sergeants.

### **Contacts/Stakeholders, Venues, Events and Projects**

Each Sergeant assigned to manage a service area shall maintain a folder of officer contacts, stakeholders, venues and special events. Specialized project information will be maintained within the networked drive. The goal is to create continuity in record keeping enabling supervisors and officers to move from assignment to assignment while maintaining community relationships and contact information. Sergeants will assign minimum expectations concerning “park and walk” activity and “directed patrol” activity within their service area. Officers will document and report back this activity by utilizing email.

## Crime Analysis (Compstat)

Crime analysis is another element of successful Community Policing Departments. "Compstat" stands for Computer Statistics. Compstat emerged in the 1990's in New York City and involves four basic principles:

1. Accurate and timely intelligence: Know what is happening.
2. Effective tactics: Have a plan.
3. Rapid deployment: Do it quickly.
4. Relentless follow-up and assessment: If it works, do more. If not, do something else.

Crime analysis will primarily be the responsibility of the Detective Bureau. Each Detective and the Detective Sergeant will be assigned a service area. Statistical information will be gathered with the Crime Mapping .com application and the in house AEGIS Records system, analyzed then disseminated to the department for use in staffing and directed patrol.

## Internal Recognition

The Department is considering a formalized Awards Committee/Board to commend officers and citizen for deeds worthy of recognition. The Awards Board will consist of a Patrol Officer, Sergeant and Captain who will meet quarterly and review nominations and activities of the department to vote on the most noteworthy incidents. Proposed awards are as follows:



- Valor For exceptional hazardous duty.
- Honor Award Exceptional contribution.

- |                          |   |
|--------------------------|---|
| • Departmental Citation  | Outstanding performance involving personal risk.  |
| • Merit                  | Outstanding performance under difficult conditions not involving risk.  |
| • Life Saving            | Saving a life.  |
| • Commendations          | Valuable service in specialized or general duties. May be awarded to a citizen.   |
| • Unit Commendation      | Outstanding performance by a unit.  |
| • Service Award          | Exceptional performance or service in Community Policing. May be awarded to a citizen.  |
| • Physical Fitness Award | For a 75% or higher score on the Department's annual physical readiness test. A specialized award is granted for a 75% score for 5 consecutive years. |

## Attachments

- **IACP National Policy Summit on Community-Police Relations**
- **Community Policing Defined, Community Oriented Policing Service, USDJ**